

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Career Development in the DDA

FROM

EXTENSION

NO.

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DATE

30 December 1983

TO: (Officer designation, room number, and building)

DATE

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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Will meet with Office Directors next Thursday, 19 January 1984 at 0930 hrs (After DDA Staff Mtg).

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83-5300

30 December 1983

MEMORANDUM FOR: Deputy Director for Administration

VIA: Associate Deputy Director for Administration

FROM:
Chief, Career Management Staff, DDA

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SUBJECT: Career Development in the DDA

1. Action Requested: This memorandum contains recommendations in paragraph 4 for your approval.

2. Background: In recent months considerable attention has been focused on various facets of career development in the DDA. There is reason for pride in the attention this directorate has given to its employees in the past but there is always room for improvement. Our greatest accomplishments thus far have been in the area of developing the specialized skills and experience needed to do our complex work. While this aspect of career development must continue to receive priority attention, there is a perceived need to broaden the perspectives of all DDA officers and to provide ways to interject new thoughts, concepts and approaches to meet the challenges of the future.

3. Staff Position: There are at least eight initiatives under consideration at this time which are aimed at improving career development in the DDA. I believe that it would be worthwhile to identify this effort as an integrated program, define the overall purpose, categorize the proposed initiatives and establish priorities for completing action. The following are offered for consideration:

PROGRAM TITLE: Administration Directorate Development (ADD) Program.

PURPOSE: The purpose of overall career development is to increase the Agency's productivity, creativity and long-range effectiveness by providing training, developmental experiences and other career opportunities to improve employee performance and satisfaction. Within this directorate ADD will concentrate on those training and developmental experiences which can only be accomplished beyond the Office level. Particular attention will be given to broadening the perspectives of DDA officers and preparing those with the highest potential for senior management assignments.

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CATEGORIES: Selection and Early Development

- Career Trainees
- Support Training Module
- Inter- and Intra-Directorate Rotation
for GS-07 to GS-11 Employees
- Career Resource Centers

Midcareer Development

- Midcareer Course
- Succession Planning with Attention
on GS-13 and GS-14 Officers
- DDA Career Development Course
(patterned after DDS&T)

Executive Development

- DDA Senior Officer Rotational Program

PRIORITIES:

First Priority (Prior to 31 March 1984)

Career Trainees

Initial steps have already been taken by the DDA to establish the Career Trainee Program as a source of high-potential professional employees for most DDA offices. This is expected to have the following long term benefits:

- a. Establish a uniform high quality standard for Directorate officers.
- b. Provide officers with a broader perspective and understanding of the Agency early in their careers.
- c. Facilitate the mutual understanding and achievement of Agency goals and objectives.

Support Training Module

As a part of Phase IV planning, consideration has been given to a Support Training Module for DDA participants in the CT course. With the anticipated

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increase in emphasis on CT's for DDA, OTE representatives have prepared a rough draft proposal of such a module. Initial thoughts are that this would be a four-week segment involving both orientation and practical exercises. It would follow the basic ten-week CT Course. There would then be as many as three interim assignments of three months each with one of these being in a non-DDA assignment. The DDA CT's would then be available for assignment with their parent office about one year after EOD.

Midcareer Course

Concern is often expressed that the wrong people are being sent to the Midcareer Course. Although DDA Offices have a good record of performance in this regard, it would be worthwhile to issue a DDA policy statement at this time stressing the selection standards and objectives to be used by DDA Offices in designating candidates for the Midcareer Course.

Career Resource Centers

[redacted], OC, called attention to the possible value of a Career Resource Center. This concept was implemented in the Department of Interior during a period when they were facing reductions in force and dramatic reorganizations were taking place. There were limited resources available to deal with the personnel disruptions and the Center offered an inexpensive way to demonstrate management concern while meeting the needs of both employees and the organization. 25X1

The DDA Career Development Task Force has examined considerable information on this subject and met with the current director of the Career Resource Center, Department of Interior, Mrs. Alice Hewitt. Their Center provides information and materials on career development and career opportunities to employees at all levels. It is used by employees on a largely independent basis following a set of self-instructional guidelines. The basic thrust of this approach is that career development is primarily the individual's own responsibility.

While the Agency takes a different approach to career development, the Career Resources Center concept is attractive and worthy of further consideration. An Agency Career Center could be used to call attention to services already available to our employees such as:

- a. Vocational Testing - Psychological Services Division, OMS.
- b. Reassignment Counseling - Staff Personnel Division, OP.
- c. External Employment Assistance - Retirement Counseling and Employee Assistance Branch, OP.
- d. Career Counseling - Component Career Management Officers

The Center could refer employees to these services and at the same time provide the type of information and materials offered by other centers to help individuals help themselves. It is apparent that there is a tremendous lack of knowledge and appreciation for what is already available to employees in the career management field. A Center could publicize what is available and focus increased responsibility on individuals to actively participate in their own career management and development. The Office of Personnel would likely be tasked with operating such a Center and, therefore, has the greatest equity in evaluating the proposal.

Second Priority (Prior to 30 June 1984)

DDA Senior Officer Rotational Program

The DDA Personnel Rotation Program was established in May 1976 to broaden the experience of selected personnel in grades GS-14 through GS-16. Each DDA Office Director (except D/MS) identified at least one position at the GS-15/16 grade level which could be staffed by an officer from another DDA Subgroup. While the program had some individual successes, it did not receive wide support and it was not continued after the first group completed their rotational assignments. The program is mentioned periodically as being worthy of a second chance. This appears to be a good time to use such a vehicle to stimulate some badly needed senior rotations.

~~CONFIDENTIAL~~Succession Planning Focused on GS-13 and GS-14 Officers

During the Executive Committee meeting on executive development, it was pointed out that the officers in the GS-14/15 grade group are nearly as old as the SISers. This raises a potential succession problem and means more attention needs to be given to the development of GS-13/14 officers.

There are about [] GS-13 and GS-14 positions in^{25X1} the Directorate. The three most popular training programs for this group are Midcareer, Management Seminar and Program on Creative Management. Each year we have space to send [] officers to these thre^{25X1} programs. Attention needs to be given to providing increased developmental training opportunities for DDA officers in this grade group.

Inter- and Intra-Directorate Rotation for GS-07 to GS-11 Employees

This concept was presented in the Phase IV Long-Range Plan. The stated purpose was to provide an awareness of and appreciation of the mission and functions which are performed in those components which the DDA serves. When the Career Development Task Force considered this proposal there was general support for rotational assignments but not at the entry grade levels. The Task Force believed that individual functional specialties should be fully developed prior to any rotational assignments.

With the increased attention now being given to use of the Career Trainee Program by DDA offices, high potential junior officers will be given broad exposure to Agency activities and brief interim assignments in other components. This should reduce substantially the need for a junior officer rotation program. The Task Force needs to review the rotation proposal after CT plans are implemented to ensure that all objectives are being met.

Third Priority (Prior to 30 September 1984)DDA Career Development Course

The Phase IV Long-Range Plan called for a review and report on the need for a DDA training course at the GS-12 to GS-14 level that would be similar to

the DDS&T Career Development Course. There is a significant expenditure of resources involved in the DDS&T course which runs 13 weeks and has the following five objectives:

DDS&T - Comprehensive review of each component.

Agency and Community- Create an awareness of the Intelligence Environment.

User - Provide knowledge and understanding of the Intelligence Consumer.

Technology and Capabilities - Current and future technology, hardware and facilities.

Professional Development - Enlarge the students professional scope.

The DDA Career Development Task Force had a mixed reaction to this proposal. There was a general feeling of satisfaction with current training courses as indicated by the following comments of one member:

"Supervision, management, career counseling and the Midcareer Courses, currently offered by OTE, combined with the DDA's Trends and Highlights Course, provide DDA careerists with substantive formal training particularly suited to the needs of the individual officers as well as a general orientation/overview--".

Several members comments on the cost of such a program and the impact it would have on the ability of their offices to meet all of the requirements being placed on them.

While the Phase IV proposal cautioned that this course would be for experienced officers and would be separate from the Support Training Module for Career Trainees, I cannot help but note the duplications that would be found first in the Career Trainee Program and then in Midcareer. I want to explore the concept further with OTE to make sure that we are not overlooking something but believe it should receive lower priority.

4. Recommendation: It is recommended that you approve the following course of action with regard to career development in the DDA:

- a. The Career Development Task Force has proved to be a useful forum to consider career development proposals that have Directorate-wide impact. It provides the opportunity to brainstorm new ideas, obtain input from affected components, and to consider opposing viewpoints before final implementation. In order to recognize the continuing value of such a group, it is recommended that it be continued as the Career Development Committee.

YES _____ NO _____

- b. It is recommended that you approve the Administration Directorate Development Program (ADD) to concentrate on providing those training and developmental experiences which can only be accomplished beyond the Office level.

YES _____ NO _____

- c. It is recommended that you approve the following actions and priorities:

Priority I - Prior to 31 March 1984

- 1) Career Trainees - the C/CMS will coordinate and implement plans to establish the Career Trainee Program as a source of high potential professional employees for most DDA Offices.

YES _____ NO _____

- 2) Support Training Module - the C/CMS will coordinate with OTE the development of a training module for DDA CT's.

YES _____ NO _____

- 3) Midcareer Course - The C/CMS will prepare a proposed DDA policy statement to be used by DDA Offices in designating candidates for the Midcareer Course.

YES _____ NO _____

- YES NO

Priority II - Prior to 30 June 1984

- YES NO

- YES NO

- YES NO

Priority III - Prior to 30 September 1984

- YES NO

SUBJECT: Career Development in the DDA

APPROVED:

Deputy Director for Administration

Date

APPROVED FOR RELEASE
DATE 12-13-07

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